



**LAGOS
BUSINESS
SCHOOL**

PAN-ATLANTIC UNIVERSITY

HR ACADEMY



Professional Certificate Programme in
**Human Resources
Management Practice**

**The HR
Academy**



Professional Certificate

Overview



The Professional Stage of the HR Academy is focused on providing core human resources capabilities required to function effectively at mid-level management. Completion of this programme leads to the award of the **Professional Certificate in Human Resource Management and Practice - Professional Stage**.

Target Audience



- Human Resources Managers
- Learning and Development Managers
- Organizational Development Managers
- Talent Acquisition and Recruitment Managers
- Middle-Level Line Managers seeking career development in human resource management.

Key Learning Objectives



On this programme, participants will learn about:

- Adapting the Balanced Scorecard seamlessly in the business case for people-based initiatives
- Diversity and inclusiveness in the workplace
- Change management and the challenges in team building and bonding.
- Values in action-getting organisational values beyond platitude



Programme Structure and Curriculum

The professional stage is spread into four modules. Participants would need to complete all modules to graduate.

Module 1. Business and Commercial Awareness

	Topic	Areas of Focus
1	People as a source of competitive advantage	<ul style="list-style-type: none">• Strategic Thinking and Entrepreneurship• Strategy Execution• Innovation and Creativity• How businesses make money, organize and report financial information for decision-making• The Balanced Scorecard – Strategy Implementation tool• Making a Business Case for People Initiatives• Speed reading Presentation Skills• Understanding Financial Statements, Reporting and Business MIS• Mergers and Acquisitions
2	Technology and Data in Human Resource Management	<ul style="list-style-type: none">• Data Analytics• HRMIS – Merging digital technology and computing with HR Strategy.• Use of technology in organisational employment practices.
3	Problem-solving and Decision Making	<ul style="list-style-type: none">• Problem Solving and Root-Cause Analysis• Critical analysis and avoid panic button when problems arise.
4	Leading and Managing Change	<ul style="list-style-type: none">• Environmental scanning• Identifying and creating burning platforms for change• The future of Work• People Impact Assessment of strategic change.

Module 2. Relationship and People Leadership

	Topic	Areas of Focus
1	Behavioural Competencies of Leadership and Relationship (Character building)	<ul style="list-style-type: none">• Self-awareness - sharpening emotional intelligence and understanding impact of own behaviour.• Communication – effective probing and effective listening• Influencing and Gaining Commitment• Negotiation and Leveraging Conflict and making them constructive.• Decision making and involving others to stimulate innovation and creativity.• Coaching and Mentoring

	Topic	Areas of Focus
2	Employee Relations	<ul style="list-style-type: none"> • Negotiation and handling conflict • HR service delivery to the line managers • Industrial relations and employment legislation • Leveraging Workplace relations
3	People Leadership	<ul style="list-style-type: none"> • Coaching/mentoring • Managing a multigenerational workforce
4	Understanding Global Talent Issues	<ul style="list-style-type: none"> • Multinationals and Global Strategies • Managing borderless working • Global Structures, processes, and cross-cultural issues • Managing Virtual teams across geographies • Expatriation and Repatriation • New market entries and exits. • Cross Cultural Diversity and Inclusiveness

Module 3. Human Resource Operations

	Topic	Areas of Focus
1	Resourcing the Business	<ul style="list-style-type: none"> • Analysis and trends of people needs. • HR resource planning • Assessment tools and Assessment Centres • Onboarding
2	Developing individuals	<ul style="list-style-type: none"> • Assessing Needs • Creating learning organisation • Learning Evaluation • Individual Development Options • Performance Management and Internal Deployments <ul style="list-style-type: none"> a. Performance Planning and Goal Setting b. Appraisals c. Addressing Performance Issues d. Promotions • organisational Learning and E-learning
3	Career development and building the pipeline	<ul style="list-style-type: none"> • Potential Identification • Talent pipeline development and review • Succession planning and leadership development • Retention strategies • Managing career development systems • Mentoring and coaching • Managing High Potentials (HiPos)
4	Rewards and benefits	<ul style="list-style-type: none"> • Remuneration surveys/ Setting market/salary surveys • Rewarding performance • Administering employee benefit schemes • Initiating and communicating changes in reward schemes • Expatriate Remuneration Management

Capstone project

Participants get to do a Capstone project. This will entail forming themselves into teams, writing proposals, making presentations, and completing a consultancy assignment for an organisation on a business need.

Programme duration:

- Participants will have fifteen days in-class sessions over three months.
- You need to complete all the modules in eighteen to twenty-four months to earn the LBS Alumni status.

The programme opens with a webinar and an overview of the programme is presented with a Q &A session. Faculty members on the programme shall attend the webinar and get a feel for the participants and the issues on their mind.

Programme Fee: #2,172,122.00

Mode of delivery: Hybrid

Hybrid learning is synonymous with blended learning. The case study method is a major learning tool that will be used in this programme. Role-play and simulation games will be used to help participants upgrade their thinking and position them strategically to make vital decisions that will enhance the growth of their organisations. This will be augmented by individual project work in between modules, self-assessments, and off-line mentoring by a senior HR practitioner



Dr Akin Oparison (Academic Director)

Dr Oparison is a senior fellow at Lagos Business School with over 25 years' management and leadership experience in blue-chip multinational companies. Oparison obtained his master's degree and Doctorate in Business Policy and Organisational Development from the University of Wales, Cardiff. He was a management consultant with PricewaterhouseCoopers, where he worked on a wide range of assignments including organisational development and change management interventions, executive resourcing, performance, and talent management in private-sector organisations ranging from FMCG companies, financial service organisations, banks, pharmaceutical companies, as well as public-sector client organisations. For over seven years, Oparison was HR Vice President for Shell's Downstream Business in Africa, a member of the Executive Management Team for Shell Oil Products Africa, and the Shell Downstream Global HR Leadership team based in Johannesburg, South Africa. He also held senior executive HR positions in Sterling Winthrop and British American Tobacco, which have seen him working in Nigeria, Ghana, Cameroon, Kenya, Russia and South Africa.



Uchora Udoji

Uchora has lectured in various areas of Organisational Behaviour and Human Resources Management at Lagos Business School for over 15 years. Before joining LBS, she had over 15 years of experience in information technology, corporate development and strategy, people development and people preparation for change. Uchora is a certified Life Coach, Executive Coach and Blue 4 Leadership Coach. She is a certified practitioner for personality assessments used worldwide for individual and group development such as the Myers-Briggs Type Indicator (MBTI), the Emotional and Social Competency Inventory (ESCI) and the Glowinkowski Global Predisposition and Engagement Style Indicators. She holds a bachelor's degree in Computer Science, a master's degree in Business Administration (University of Nigeria), the Human Technics postgraduate Certification in Executive Coaching (Bristol Business School, UWE), a master's degree in Organisational Behaviour (University of London). She is also a graduate of the International Faculty Programme (IESE Business School, Spain). She is currently enrolled at Grenoble École de Management, France where she is studying for a doctorate degree in Business Administration.



Uche Attoh

Uche Attoh served on the Industrial Arbitration Panel where following a Federal appointment, he had for eight years presided/participated in Tribunals constituted for the purpose of adjudicating over Trade Disputes and Labour-Management Conflict in accordance with the Trade Disputes Act and other Labour and Employment Laws. Prior to this appointment, Uche worked for over a decade in GlaxoSmithKline Nigeria Plc whereas Human Resources Director and Company Secretary for West and Central Africa, he played pivotal roles in the company's successful change and turn-around programmes. In particular, he led the Legal and HR integration of Smithkline Beecham with Sterling Health, and Smithkline Beecham with GlaxoWellcome, consequent upon the respective mergers. Before joining GlaxoSmithKline, Uche was Director of Industrial Relations of the Nigeria Employers' Consultative Association (NECA), and in over a decade, he gained international HR experience through ILO secondments/fellowship to organisations in the USA, UK, Ireland, Germany, Brazil, Norway, Kenya and Ghana; the experience enabled him to promote international best practices in the organised private sector through his membership of statutory tripartite institutions as National Labour Advisory Council, National Salaries and wages commission and the committee for the restructuring of Trade Unions.

Uche is a lawyer, holds a master's degree in Administration and is an alumnus of the International Institute for Labour Studies, Geneva.

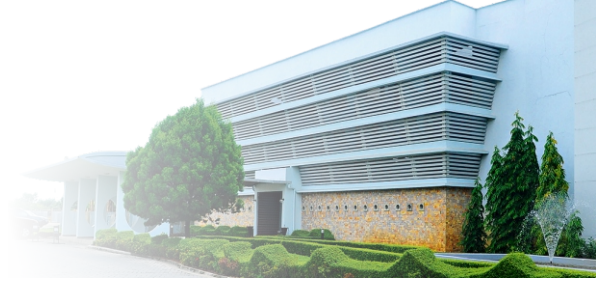


Victor Banjo

Victor Banjo served as the Chief People Officer of Green Africa Airways, where he led strategic people leadership and direction for a culturally diverse workforce as a member of the airline's leadership team. He has developed and implemented HR strategy involving career management and succession planning, performance management and competency design. He is a Chartered Fellow of the Chartered Institute of Personnel and Development UK, member of the Chartered Institute of Personnel Management Nigeria, with 21 years of experience as an accomplished human resources practitioner and business leader. Victor had his postgraduate study at the London Metropolitan University (human resource management), University of Greenwich (further education and adult learning) and the National Institute for Policy and Strategic Studies, Kuru, Nigeria. He is a Chartered Fellow of the Chartered Institute of Personnel and Development (United Kingdom) and Member of the Chartered Institute of Personnel Management Nigeria. He has worked in the FMCG, Aviation, Manufacturing, Consulting, Maritime and Financial Services industries in the United Kingdom, Africa, and the United Arab Emirates. Banjo is an alumnus of the National Institute for Policy and Strategic Studies, Kuru, Jos.



About Lagos Business School



Lagos Business School (LBS) is the graduate business school of Pan-Atlantic University, owned by the Pan-Atlantic University Foundation (PAUF), a non-profit foundation registered in Nigeria. LBS was founded on inspirations from the teachings of St Josemaria Escrivá, the founder of Opus Dei. LBS offers academic programmes, executive programmes and short courses (customised to specific company needs, as well as open-enrolment courses) in management. Its offerings have been accredited globally and ranked among the best in Africa, as it systematically strives to improve the practice of management on the continent. The business school's efforts have been recognised by several world-class accreditations and rankings. Besides the quality bar set at world-standards, LBS programmes also stand out because of the emphasis on professional ethics and service to the community.

Education at LBS is comprehensive, drawing on the experiences of a multinational faculty and participants. Learning is participant-centred and uses the case study method. Activities hold on the school's purpose-built facilities which serve more than 3,000 participants yearly from indigenous and multinational companies. These attest to the expert teaching, the relevance of the programmes and the overall benefits derived from attending.

LBS has a robust alumni association with more than 6,000 members. This asset base, as well as the close relationship with the corporate world, ensures that the programmes offered, as well as having international standards, also has local relevance.

Learning at LBS is based on a Christian conception of the dignity of man, of society and economic activity. The Prelature of Opus Dei, an institution of the Catholic Church, takes responsibility for guaranteeing that this vision underlies all teaching, publishing, and research activities of the School.

LBS is a member of the Association of African Business Schools (AABS), the Global Business School Network (GBSN), the Principles for Responsible Management Education (PRME), AACSB International-The Association to Advance Collegiate Schools of Business and the Graduate Management Admission Council (GMAC), alongside 220 leading graduate business schools worldwide. GMAC is an organisation of leading graduate management schools in the world and the owner of the GMAT exam.

In recognition of the quality of Lagos Business School's programmes and of being structured in line with global best practices, it has received several international accreditations. LBS is the first business school in West, East and Central Africa regions to be accredited by The Association of MBAs (AMBA). This puts LBS amongst the exclusive group of only 2% of business schools in 70 countries to achieve this accreditation. The Association to Advance Collegiate Schools of Business (AACSB) has also accredited LBS, the first institution to be so recognised in all of West Africa. LBS thus joined the league of less than 5% of business schools globally, to be accredited by AACSB in December 2016. This accreditation affirms Lagos Business School's undeniable commitment, over the last 29 years, to world-class standards in teaching, learning, research, academic and professional management.

LBS has been ranked every year, since 2007 by the Financial Times of London, among the top global providers of open enrolment executive education and in custom executive education since 2015. The latter ranked number one in Africa on the 2020 Financial Times list. LBS' MBA programmes have held Tier One positions on CEO Magazine's Global MBA rankings for three consecutive years. The School is listed among the top 50 global business schools on The Economist magazine's 2018 Executive MBA ranking.

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